

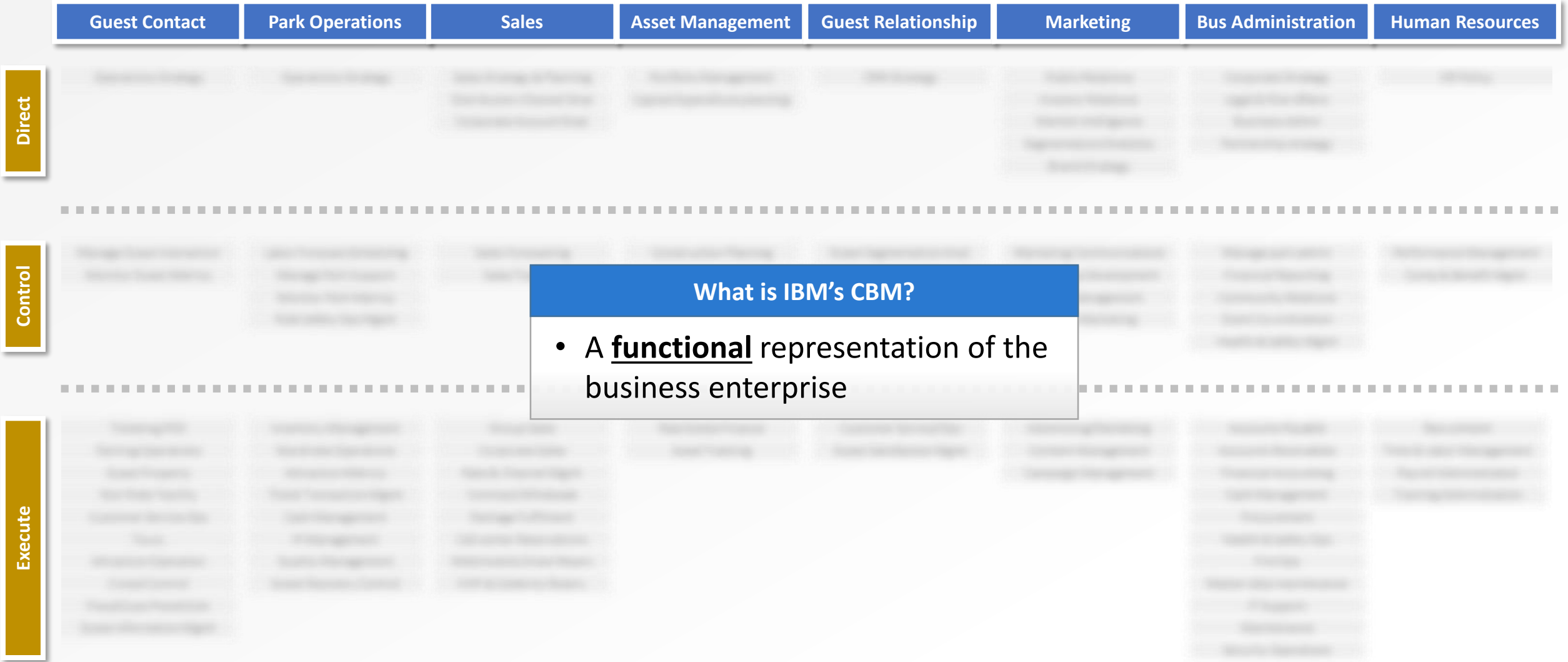
How CBM is used

Establishing Governance Program for cross-enterprise initiatives

Tiran Dagan



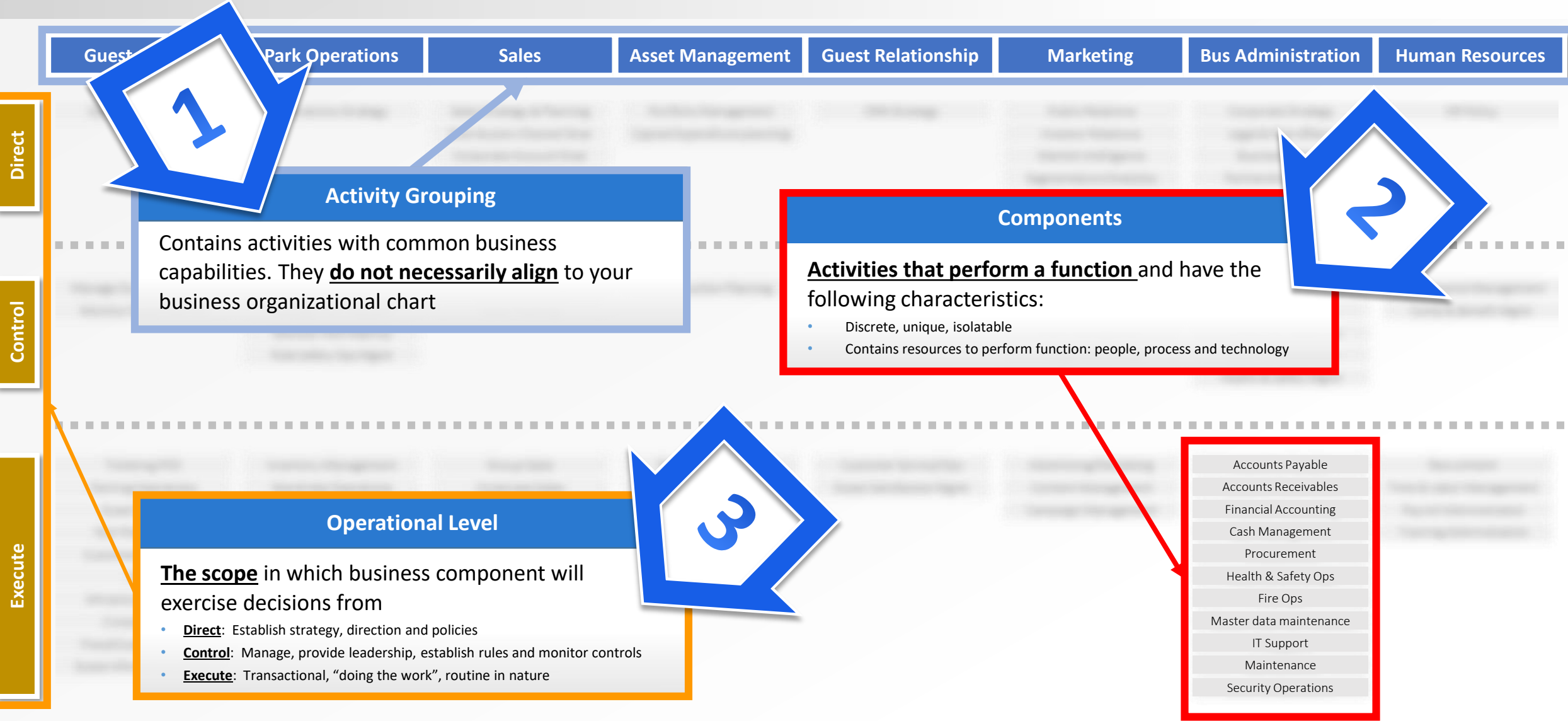
IBM Component Business Model (CBM) ©



What is IBM's CBM?

- A **functional** representation of the business enterprise

IBM Component Business Model (CBM) ©



Destination Resort CBM (Partial)

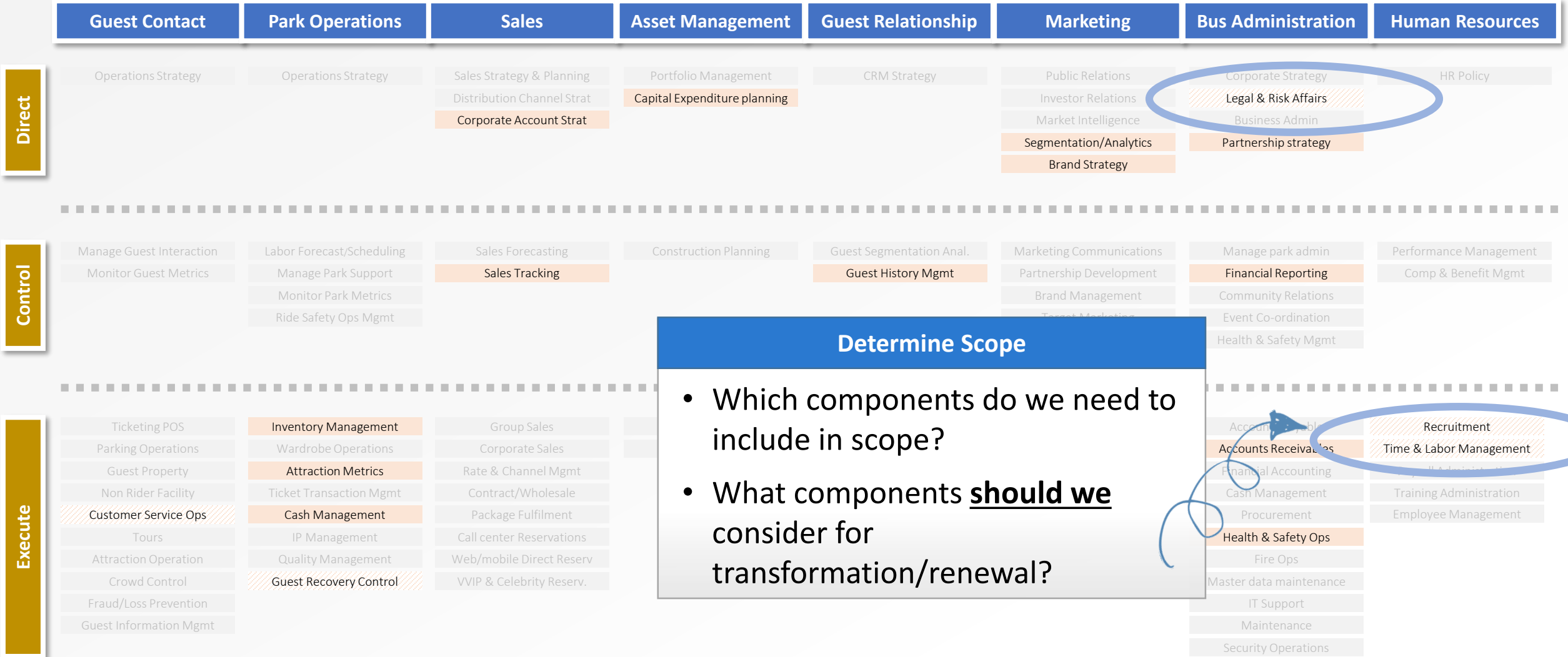
	Guest Contact	Park Operations	Sales	Asset Management	Guest Relationship	Marketing	Bus Administration	Human Resources
Direct	Operations Strategy	Operations Strategy	Sales Strategy & Planning	Portfolio Management	CRM Strategy	Public Relations	Corporate Strategy	HR Policy
			Distribution Channel Strat	Capital Expenditure planning		Investor Relations	Legal & Risk Affairs	
			Corporate Account Strat			Market Intelligence	Business Admin	
						Segmentation/Analytics	Partnership strategy	
						Brand Strategy		
Control	Manage Guest Interaction	Labor Forecast/Scheduling	Sales Forecasting	Construction Planning	Guest Segmentation Anal.	Marketing Communications	Manage park admin	Performance Management
	Monitor Guest Metrics	Manage Park Support	Sales Tracking		Guest History Mgmt	Partnership Development	Financial Reporting	Comp & Benefit Mgmt
		Monitor Park Metrics				Brand Management	Community Relations	
		Ride Safety Ops Mgmt				Target Marketing	Event Co-ordination	
							Health & Safety Mgmt	
Execute	Build a custom CBM							
	• What is the complete component business model for a theme park?							
	Ticketing POS	Inventory Management	Group Sale			Marketing	Accounts Payable	Recruitment
	Parking Operations	Wardrobe Operations	Corporate S			Management	Accounts Receivables	Time & Labor Management
	Guest Property	Attraction Metrics	Rate & Channel Mgmt			Management	Financial Accounting	Payroll Administration
	Non Rider Facility	Ticket Transaction Mgmt	Contract/Who esale				Cash Management	Training Administration
	Customer Service Ops	Cash Management	Package Fulfilment				Procurement	Employee Management
	Tours	IP Management	Call center Reservations				Health & Safety Ops	
	Attraction Operation	Quality Management	Web/mobile Direct Reserv				Fire Ops	
	Crowd Control	Guest Recovery Control	VVIP & Celebrity Reserv.				Master data maintenance	
	Fraud/Loss Prevention						IT Support	
	Guest Information Mgmt						Maintenance	
							Security Operations	

Using CBM for transformation discovery

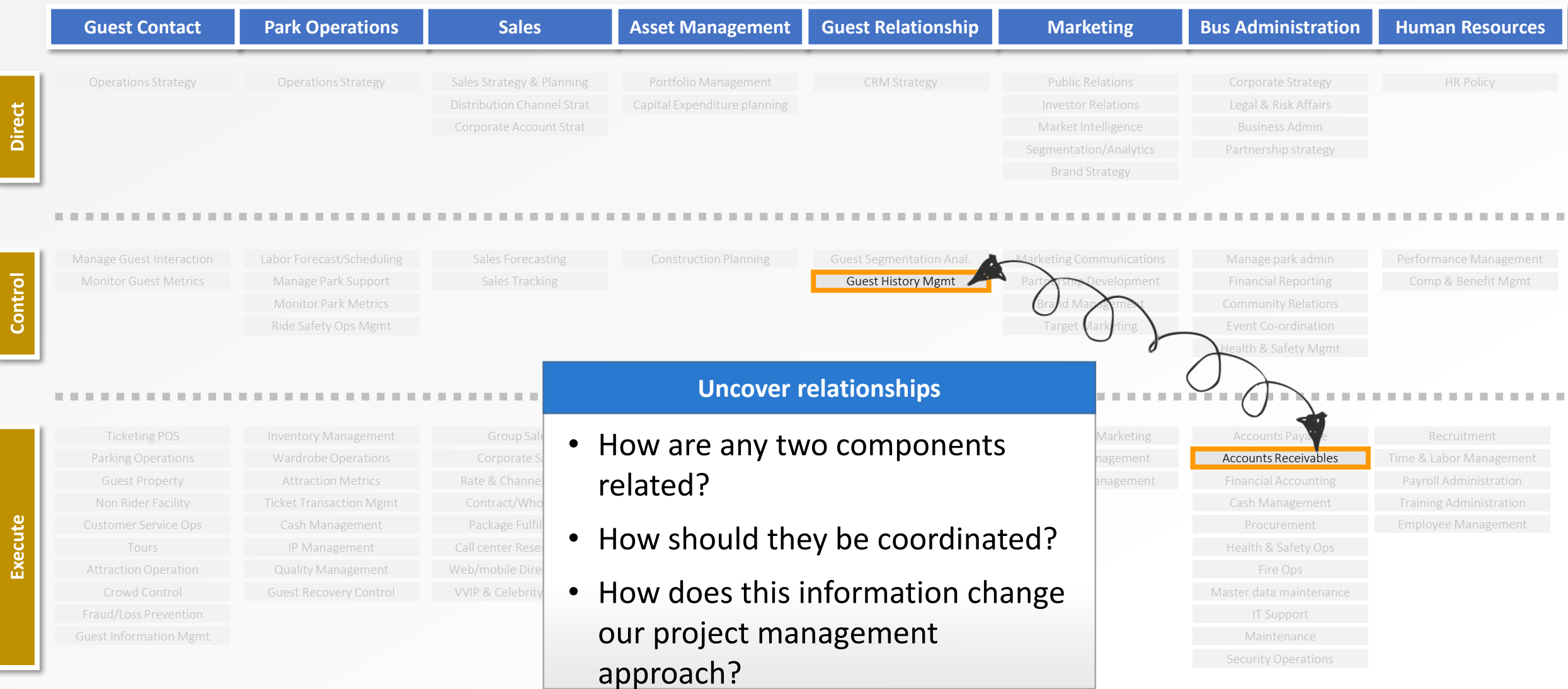
Legend

In scope, no initiatives

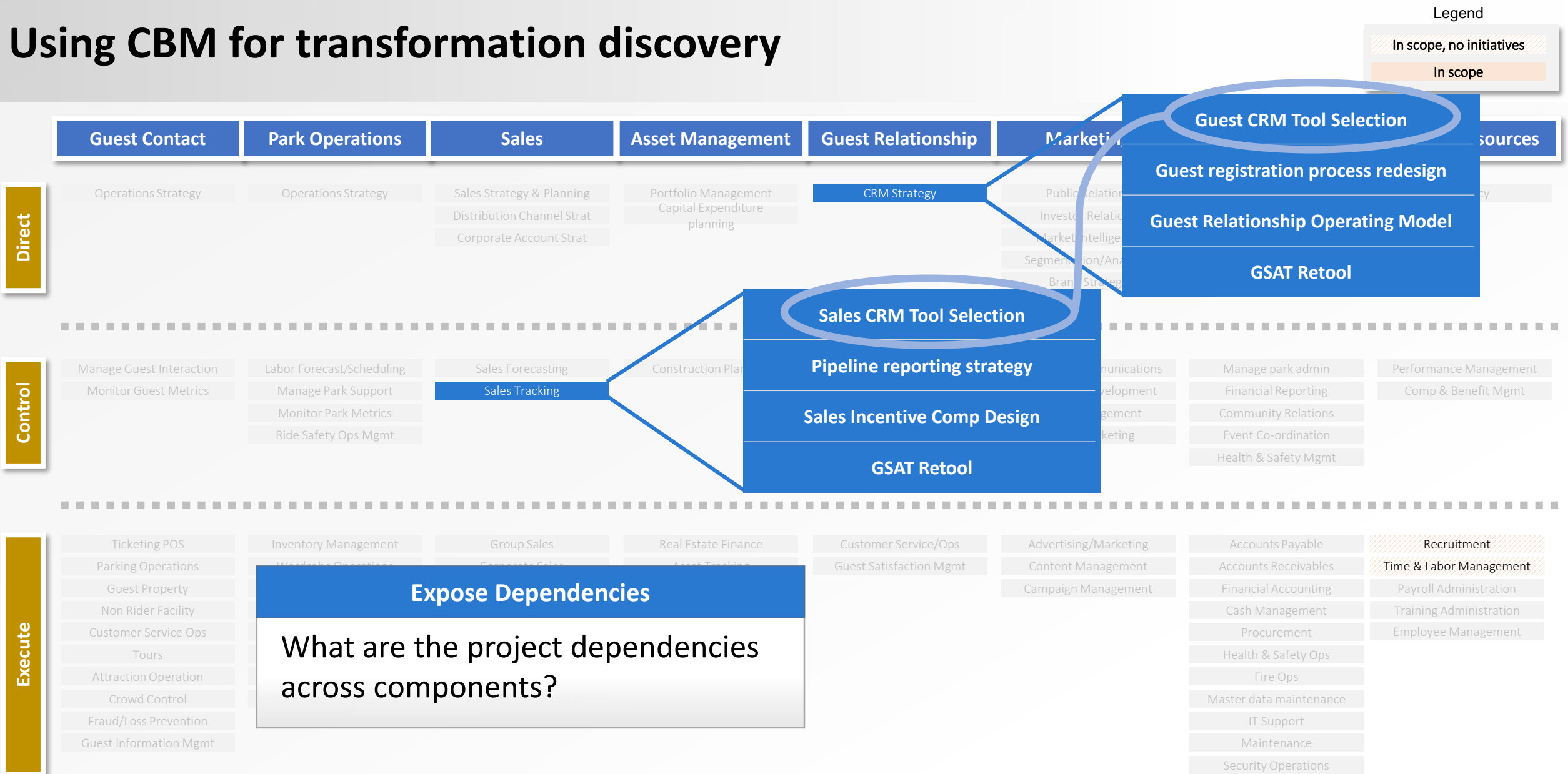
In scope



Using CBM for transformation discovery



Using CBM for transformation discovery



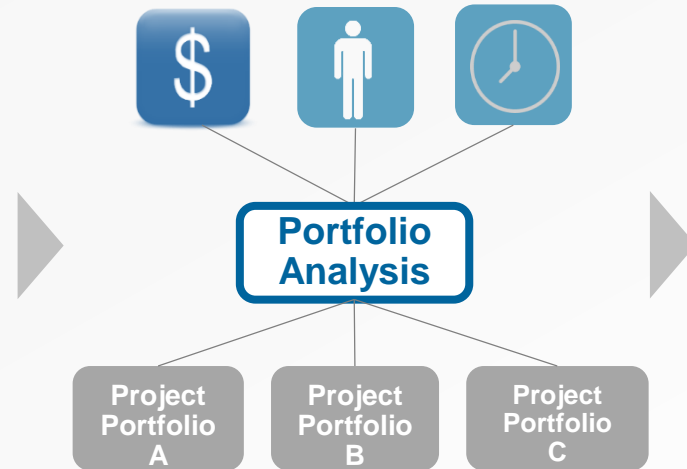
Key questions and considerations from CBM view

- Are these the right projects to enable achievement of our strategic objectives?
- Do we understand where there may be functional redundancy or conflict?
- What's the right Governance structure to manage these projects across organizational boundaries?
- How do we maintain visibility and continue to resolve for functional redundancies or conflicts?
- How can we continue to optimize how we are enabling our strategic goals and allocate resources accordingly?
- Who needs to be involved (at the executive, manager & employee levels)?
- Have we allocated sufficient project resources to prepare for & enable the reporting process?
- How do we sustain our Governance approach over the long-term?
- Do we have the resources to run the Governance Program over the long-term?

The challenges of tracking and managing multiple initiatives

Common Challenges

- Lack of coordination across projects and programs allows for functional redundancy or conflict across organizations
- Limited ability to create an integrated view of “in-flight” transformation initiatives
- Multiple priorities from the various projects and programs compete for the attention of leaders
- Demand for enterprise resources results in competition between projects
- Numerous concurrent transformation initiatives impacting the same audiences or stakeholder groups – change fatigue



Benefits of a Purposeful Enterprise Governance Program

- Defined roles, responsibilities and accountabilities of project and program team members, across organizational boundaries
- Strong management investment and sponsorship through charter agreements and steering committees
- Regular cadence meetings to control overall program and individual project progress
- Control over budgeting decisions, and tracking to account for program spending
- Effective creation, maintenance and tracking of work activities across the program of projects
- Proper control mechanisms to allocate resources to critical program implementation tasks
- Defined conflict resolution mechanisms
- Consistently understood performance targets and KPIs
- Clearly articulated issue tracking and resolution processes
- Consequences for missed program targets or goals